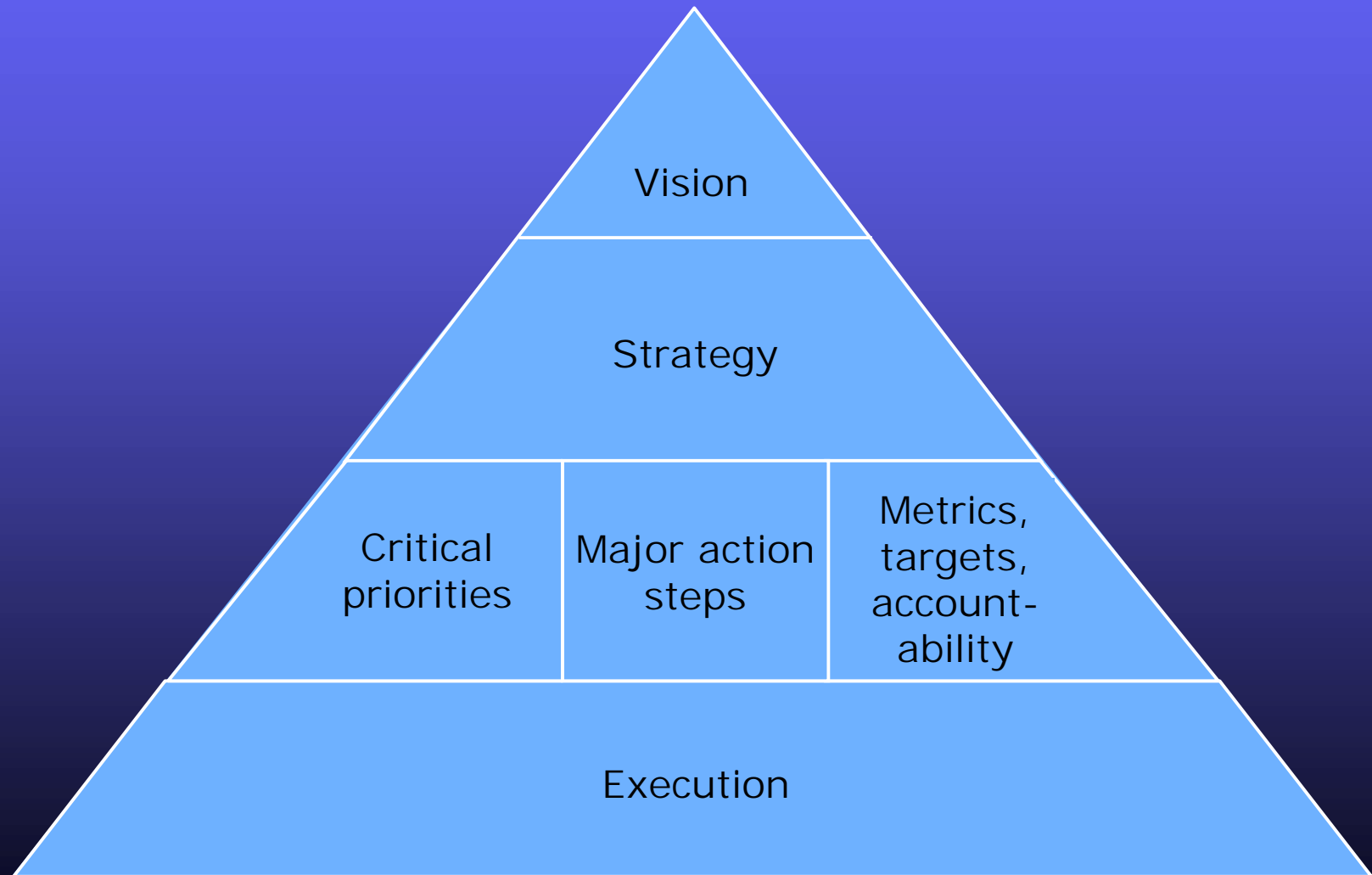# City of Atlanta
Mayor Shirley Franklin

Short Summary of
Turnaround Plan Version Zero
(TAP 2002)
July 24, 2002

Important notes

- This document is "Version Zero," which means it is just the starting point. As new information becomes available, modifications to priorities and activities will be made.

- The turnaround plan is the consolidation of the Executive Branch's assessment of the critical priorities for the City of Atlanta and the steps required to improve in these areas.

- Bain & Company, a global strategy consulting firm, assisted the Executive Branch on a pro-bono basis by providing research, analysis and benchmarking for the Turnaround Plan.

Successful turnaround efforts begin with a vision for what the organization wants to accomplish. This is supported by a series of strategies that lay out how to achieve that vision. Setting specific priorities, action steps and tracking metrics outline the critical tactics to a successful execution.

Vision

Strategy

Critical priorities

Major action steps

Metrics, targets, account-ability

Execution

Critical priorities, actions steps and metrics can be further illustrated by the following example for one of the priorities: in-year financial management. The City of Atlanta turnaround plan has been developed to address each of these components.

Critical priorities	→	Major action steps	→	Metrics, targets, accountability

Question: "What to do" — "How to do it" — "How to ensure progress"

Summary Example:

- In-year financial management

- Hold monthly expenditure reviews with department and agency heads
- Conduct quarterly revenue reviews

- Actual expenditures as a percentage of budget

The vision for the City of Atlanta is to "Become a best-in-class managed city."
The four strategies listed below need to be undertaken to support the vision
Each of these will be explored in the following pages.

Turnaround plan 2002 (TAP2002)

Restoring city government

Become a best-in-class managed city

| Return to financial stability | Improve efficiency and effectiveness | Ensure public safety | Rebuild infrastructure |

Strategy: Return to financial stability
The City of Atlanta began 2002 in a difficult financial situation with the General Fund having -$7M of funds available. Restoring financial stability requires substantial near and long-term effort. The following eight critical priorities will support this strategy.

Start in 2002:
- Review budget process
- In-year financial management
- Sanitary services finances
- Real property management and asset sales
- 2002 revenue initiatives
- Collections

Start after 2002:
- Revenue optimization
- Economic development

Strategy: Improve efficiency and effectiveness
Based on benchmarks of other cities, Atlanta has room for efficiency gains.
Beyond efficiency, improving the effectiveness of services is also critical. The
seven key priorities areas of focus to achieve this are listed below.

Start in 2002:

- Talent acquisition and retention
- Process reviews
    - Human resources
    - Procurement
    - Information technology
    - Customer service
- Management dashboard

Start after 2002:

- Service choices
- Service consolidation*
- Marketization / outsourcing*
- Departmental reorganization, communication and accountability

* Opportunistic in 2002

Strategy: Ensure public safety
Efforts to improve Atlanta's public safety are included in the turnaround plan as safety is a critical element of citizens' expectations. The three critical priorities in public safety and the near-term areas of focus are listed below.

Start in 2002:

- Review of departments and agencies for potential improvements
  - Police
  - Fire
  - Corrections operational upgrades

- Consolidated homeland security and emergency management

Start after 2002:

- Coordination across public safety departments

Strategy: Rebuild Infrastructure
The City of Atlanta has undertaken or is in the process of undertaking key projects to provide necessary infrastructure improvements for its citizens. These eleven priorities need to executed in a timely fashion.

Start in 2002:

- Sewer consent decree
- Hartsfield expansion
- Solid waste landfill
- Quality of life bonds
- Housing
  - Code enforcement
  - Workforce units (AHA)
  - Homelessness
- Multi-modal development

Start after 2002:

- Roads and traffic systems
- Stormwater utility
- Parks and greenspace
- Water system
- Information technology

Each of the critical priorities will not receive the same level of effort at any point in time. This figure shows how the <u>incremental</u> effort (that is, above existing day-to-day effort) applied to TAP2002 will vary over time. For example, public safety is small given the tremendous effort dedicated to these activities already. In 2002, much of the incremental effort is placed on financial stability.
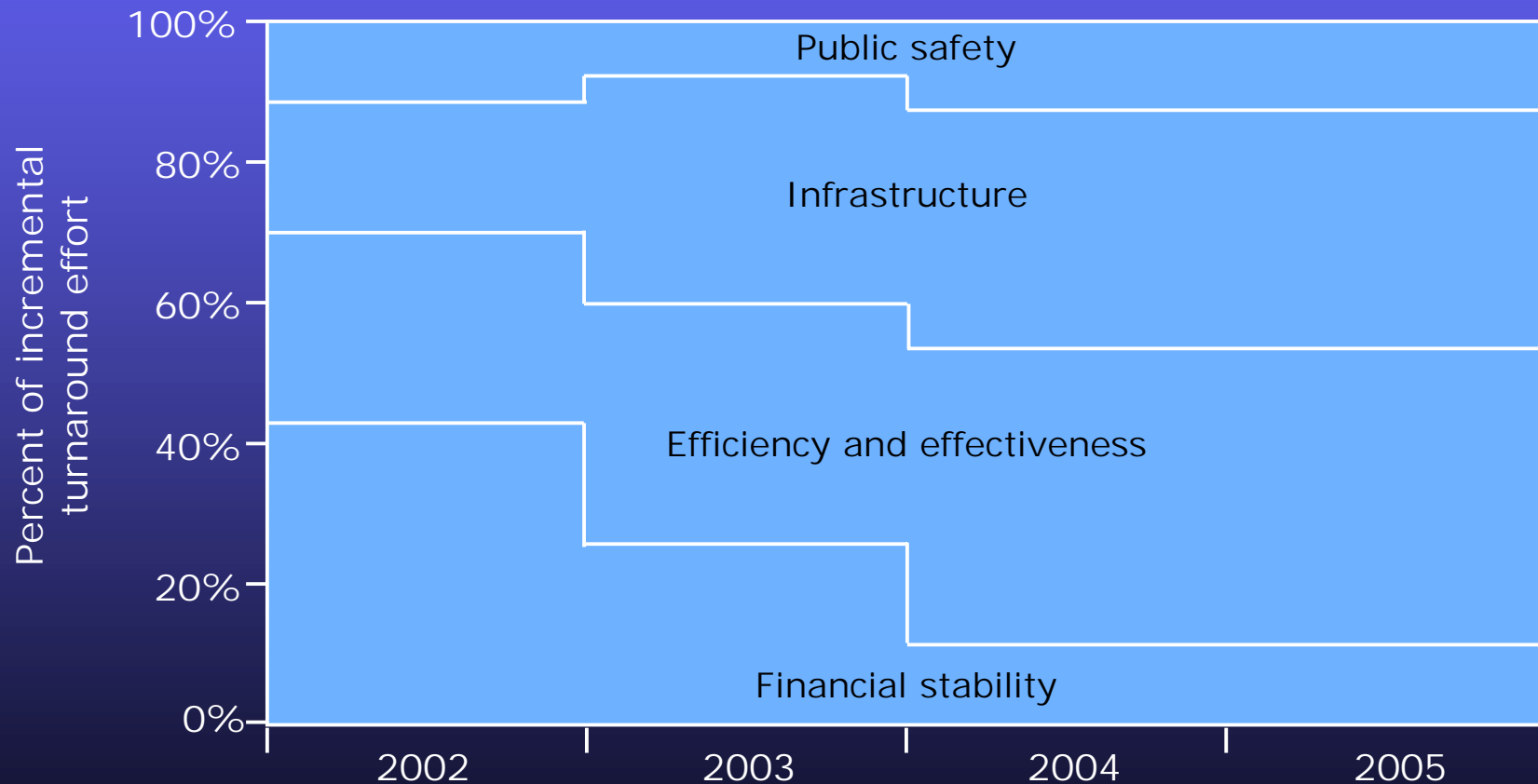
To measure progress, metric and goals need to be in place. For each of the four areas of TAP2002, preliminary high-level objectives have been determined. Below are the summary financial stability metrics.

Metric	Current value	Future value
• Expenditure to budget	• 107% (2001)	• 92% (including 5% General Fund reserve)
• Operating results	• Negative four of five years	• Positive four of five years (rolling years)
• Bond rating	• AA-	• AA (by 2004)
• Collections percentage	• Not tracked	• TBD

These are the preliminary metrics to measure efficiency and effectiveness.

Metric	Current value	Future value
Expenditures per capita (General Fund)	$1135 (2001)	$1000 (2001 inflation-adjusted)
Residents' rating of quality of services	87% good or very good (1995)	TBD based on baseline from upcoming 2002 study
Residents' rating of speed of services	30% slow or very slow	10% slow or very slow
Unplanned attrition	Not tracked	2%
Employee satisfaction	Not tracked	TBD

Preliminary public safety metrics are as follows:

Metric	Current value	Future value
• Part 1 crimes	• 52K (2000)	• 40K (average of benchmark cities)
• Part 1 crimes cleared percentage	• 22% (2000)	• 22% (Atlanta currently best of benchmark cities)
• Police response time (Priority 1)	• 4:05	• 3:53 (best time in past five years)
• Fire lost lives	• 14 (2001)	• 8
• Fire lost property	• $13M (2001)	• $9M
• Fire response time under five minutes	• 56%	• 60%

Finally, infrastructure metrics also need tracking.

Metric	Current value	Future value
On-time completion of major milestones	Not tracked	90%
Actual expenditures to budgeted expenditures	Not tracked	0%
Number of federal and state "incidents"	758	88 (2014)
Miles repaved each year	16 (2001)	50

For each of the critical priorities, a high-level summary figure of key workplan items and milestones has been created. More detailed plans are now being created or have already been developed by individual owners. Below is an example for the Budget process priority.

Critical priority: Budget process	Owner(s): Rick Anderson
Current status: In process	End date: January 2003

Workplan (major action steps):

- Revise budget process and key dates
- Review budget process with key stakeholders
- Communicate revised budget process
- Develop training materials on budget process
- Conduct training sessions
- Revise budget documents (to be filled out by departments during budget development)

Key milestones:

- Finalize budget process (May 2002)
- Communicate budget process (June 2002)
- Conduct training (July – August 2002)
- Revise budget documents (July 2002)
- Submit budgets for review (from departments (September 2002)
- Submit budget to City Council (November 2002)
- Pass tentative budget (December 2002)
- Pass final budget (January 2003)

Critical issues and dependencies:

- Coordinate with changes to the in-year financial management process

Percent of incremental turnaround effort:

2002	2003	2004	2005
10%	5%	3%	3%

Additionally each owner of an initiative has developed (or will develop) key milestones. Below are some of the milestones for June 2002 – November 2002.

June
- Communicate updated process (budget process)
- Identify current scope of services (sanitary services finances)
- Complete interim reports (HR, IT and procurement process reviews)
- Complete initial Cabinet member training (EM / homeland security)
- Create management summary (sewer consent decree)
- Receive report from Workforce Housing Task Force (housing)

July
- Conduct training (budget process)
- Revise budget documents (budget process)
- Create catalogue of initiatives (2002 revenue initiatives)
- Formulate action plan (2002 revenue initiatives)
- Select collection agency (collections)
- Begin contacting delinquent accounts (collections)
- Complete final reports (HR, IT and procurement process reviews)
- Initiate project (customer service process review)
- Complete inventory of metrics (management dashboard)
- Begin Nancy Creek tunnel (sewer consent decree)
- Evaluate Workforce Housing report (housing)

August
- Determine final metrics (management dashboard)
- Conduct FBI training with Cabinet and emergency coordinators (EM / homeland security)
- Revise internal documents (budget process)
- Complete contract for design modifications (multi-modal development)
- Receive report from Parks and Greenspace Committee (2003 initiative on parks and greenspace)

September
- Submit departmental budgets for review (budget process)
- Create IT pamphlet and training program (in-year financial management)
- Communicate roles and responsibilities (in-year financial management)
- Execute cost study (sanitary services finances)
- Complete pilot program (real property management and asset sales)
- Evaluate pilot (real property management and asset sales)
- Pilot-test dashboard process and technology (management dashboard)
- Complete records retrieval and training action plan (corrections)
- Conduct quarterly "table-top" session (EM / homeland security)
- Finalize CSO design (sewer consent decree)
- Execute I-285 bridge construction contract (Hartsfield expansion)

October
- Finalize steps with United Water (collections)
- Implement changes (customer service process review)
- Launch dashboard (management dashboard)
- Transfer funds (multi-modal development)
- Transfer property (multi-modal development)

November
- Submit budget to City Council (budget process)
- Finalize plan for Sanitary Services billing (collections)
- Complete draft of plan (police services)